

**Efficient and Effective Staffing Organization**

We are proposing an [REDACTED] experienced NANPA organization as shown in Exhibit PO-2. This organizational structure is rooted in the specifications contained in the Requirements Document, Lockheed Martin's extensive experience in operating neutral third



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party administration systems, and a management philosophy centered on understanding and satisfying the NANPA users' needs. Our proposed managers [REDACTED]

[REDACTED] possess the qualities and attributes, as demonstrated by their resumes, to deliver responsive and high quality NANPA services.

[REDACTED]

[REDACTED]



**Sound Program Management** [REDACTED]

Lockheed Martin's mission is to attract and retain customers by providing high quality, reliable, responsive, and cost effective services. To achieve this high level of customer service—the company's highest priority—we apply whatever resources are needed to meet and, where possible, exceed established performance standards. For NANPA, we propose:

- **Experienced, Motivated Staff**—For all of our projects, we assemble the “best team” to accomplish the work, relying heavily on people who are recognized experts in their fields (“Subject Matter Experts”). We search hard for the right mix of talent and experience and, whenever possible, draw from the entire Lockheed Martin Corporation and the telecommunications industry to ensure unparalleled service to our clients. Our staff possesses the required qualities and attributes to successfully perform NANPA and Billing and Collection Agent operations.
  - **Comprehensive Implementation Planning and Sound Execution**—All of our projects are executed in accordance with a thorough, comprehensive, and detailed Implementation Plan. Tasks are defined and resourced to address every aspect of the implementation, including system transition, facilities, personnel, training, and implementation. [REDACTED]
- [REDACTED]



- **Quality Control and Continuous Improvement**—Our commitment to quality and continuous improvement, which has been nationally recognized, ensures the successful implementation, deployment, and operation of the NANPA. Beyond the traditional approach of simply monitoring compliance with specifications, we believe that quality assurance improves all stages of product and service delivery, and we therefore emphasize quality and continuous improvement in all of our operations. We will bring this same vigor and our pursuit of quality to the implementation and operation of the NANPA.

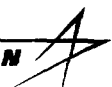
In addition, written, detailed operations plans and rigorous performance standards will ensure that all service providers receive timely, responsive, fair, and evenhanded service. [REDACTED]

[REDACTED]

#### **Full Compliance With Requirements**

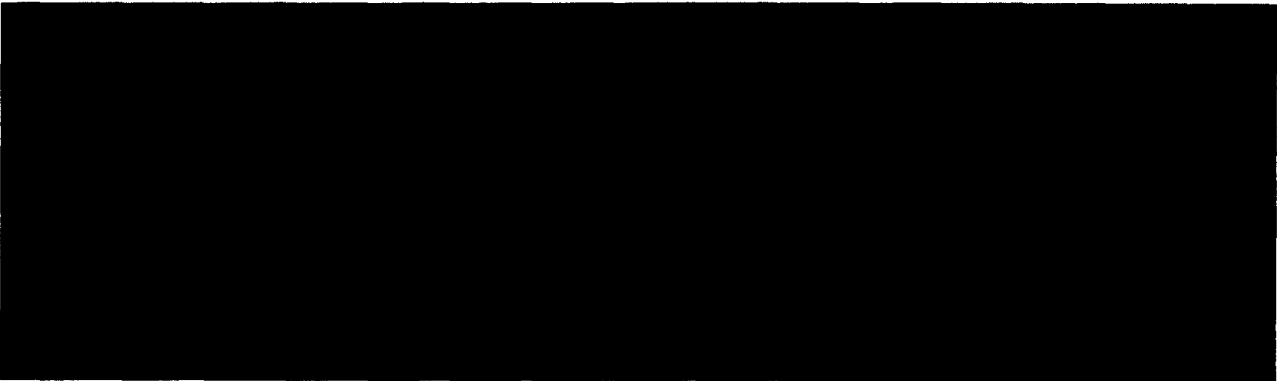
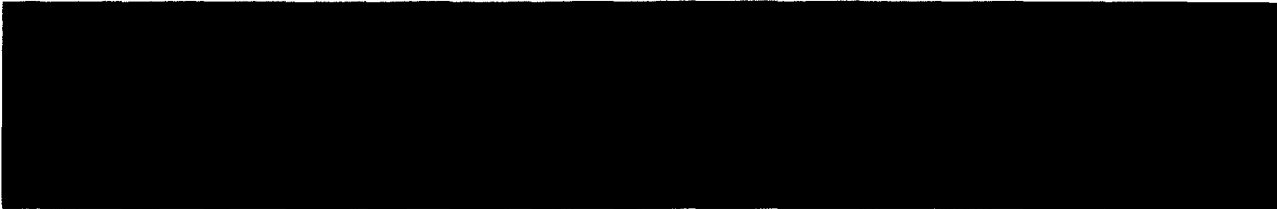
We are offering a turn-key NANPA and Billing and Collection solution, as shown in Exhibit PO-3, that comprises all of the required elements—facilities, staff, computing and telecommunications environment, and application software—to deliver responsive, high quality NANPA numbering resource administration and billing and collection services. [REDACTED]

[REDACTED] Our proposed solution is completely compliant with the specifications delineated in the Requirements Document, and we are taking no exceptions.



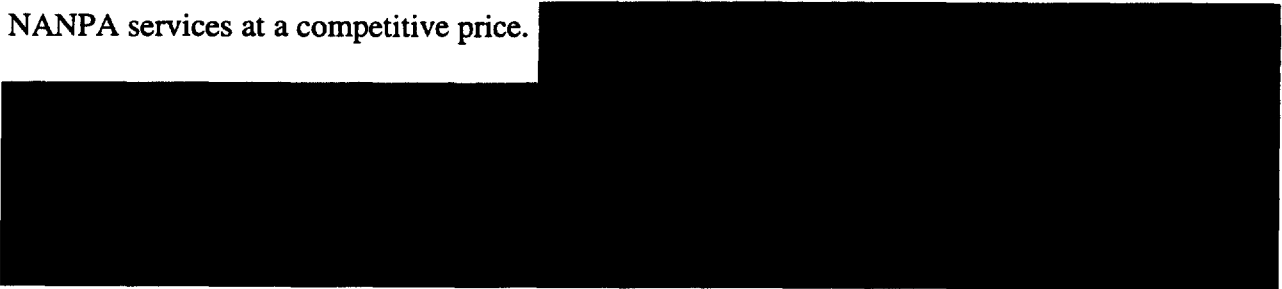
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**Competitive Pricing**

We have carefully assessed the NANPA Working Group's Proposal Evaluation Criteria. We understand that the Working Group places a high value on receiving responsive and high quality NANPA services at a competitive price.



**RESPONDENT INFORMATION****HIGHLIGHTS**

- Leading neutral third-party administrator of databases and systems for the telecommunications industry
- [REDACTED]
- Deep experience with NANPA-type operations [REDACTED]

*The Lockheed Martin Corporation's reputation as a leader in service and technological innovation has been demonstrated on many programs similar to the NANPA.*

Lockheed Martin IMS is a wholly owned subsidiary of the Lockheed Martin Corporation, a broad-based \$26 billion company. Headquartered in Bethesda, Maryland, Lockheed Martin employs nearly 200,000 workers worldwide and maintains a position as one of the most stable and financially secure firms in the world. For more than 70 years, the companies comprising Lockheed Martin have satisfied a range of clients in demanding high-visibility projects with on-time and on-budget delivery of high-technology products that exceed client expectations.



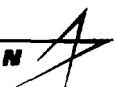


Universally known as a premier provider of advanced technologies in complex systems that deliver innovative and sophisticated solutions, Lockheed Martin is a leader in space exploration, missile production, and systems management of complex projects. Lockheed Martin provides systems for space and military applications and has strong positions in expanding markets that demand high technology solutions and strict management control; integration and information management services; and system and management solutions for high volume transaction processing in time- and mission-critical environments.

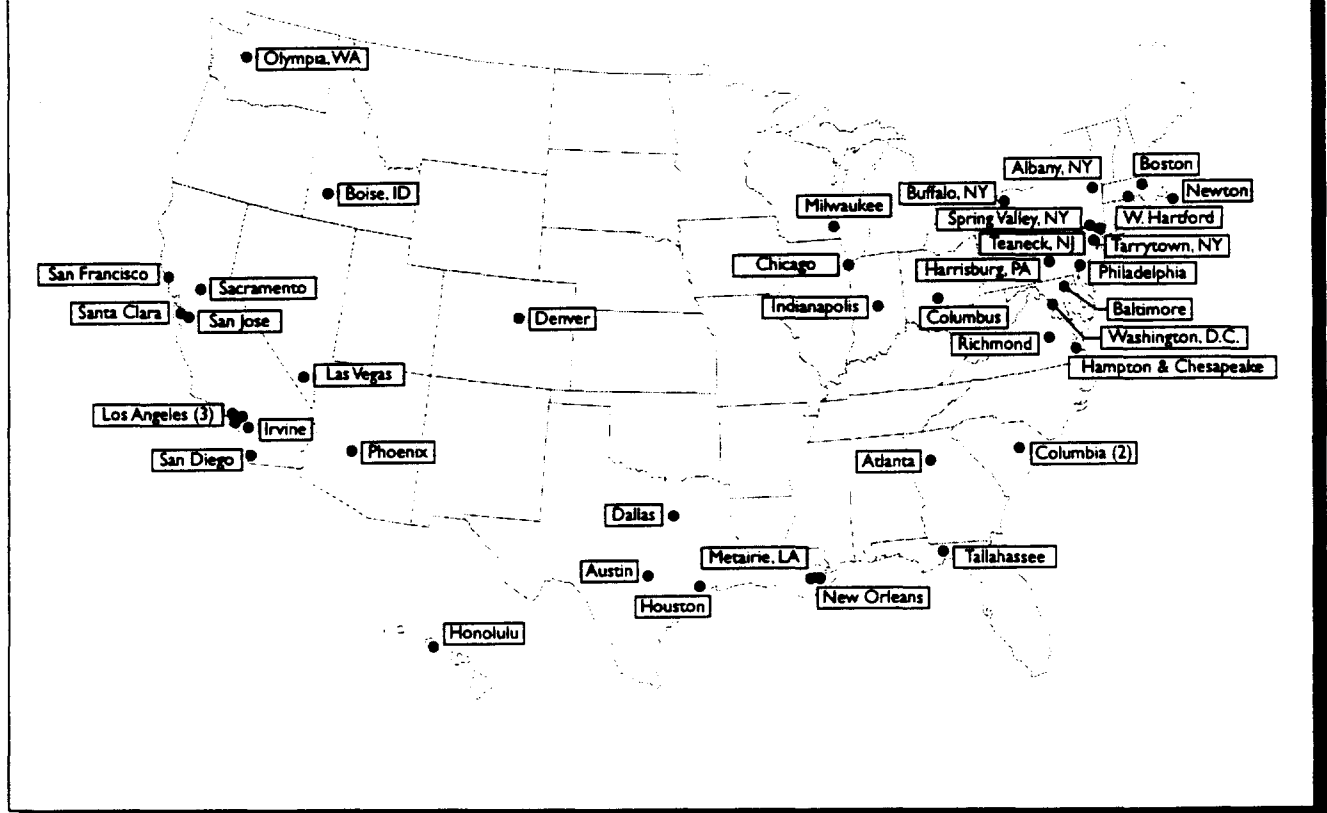
Lockheed Martin IMS is a leading full-service provider of integrated systems solutions and has been chosen by the Corporation to provide NANPA services. IMS has extensive and deep systems integration, data processing, and customer service experience that is focused on specialized client needs in regulated and complex business environments which demand management expertise and sophisticated technical solutions. As a service-oriented company, Lockheed Martin IMS draws on the product development assets and deep technical strengths of other Lockheed Martin companies to bring valuable expertise and experience to IMS' customers.

**Description of Respondent's Business**

Lockheed Martin IMS was founded in 1963 and has evolved into a highly diverse data processing firm. Headquartered in Teaneck, New Jersey, we have more than 40 regional offices worldwide as shown in Exhibit RI-1, and currently employ nearly 2,000 individuals. We provide third-party services and systems [REDACTED]



## LOCKHEED MARTIN IMS OPERATIONS SITES



013.NANPA

**Exhibit RI-1. Lockheed Martin IMS sustains client commitments with a national presence and an established office infrastructure.**

██████████ We have developed extensive and deep systems integration, data processing, and customer service experience focused on specialized client needs.

Our role within Lockheed Martin is to provide full facility management services related to high volume automated transaction processing. Our mission is to be the preeminent provider of high-



quality operational systems and third-party services to government programs to private and public sector organizations. Much of our business involves designing and delivering management and data processing services for complex, multifaceted customer entities with performance and service needs similar to the NANPA.

Lockheed Martin IMS and its key management staff are organized into the "lines of business" depicted in Exhibit RI-2:



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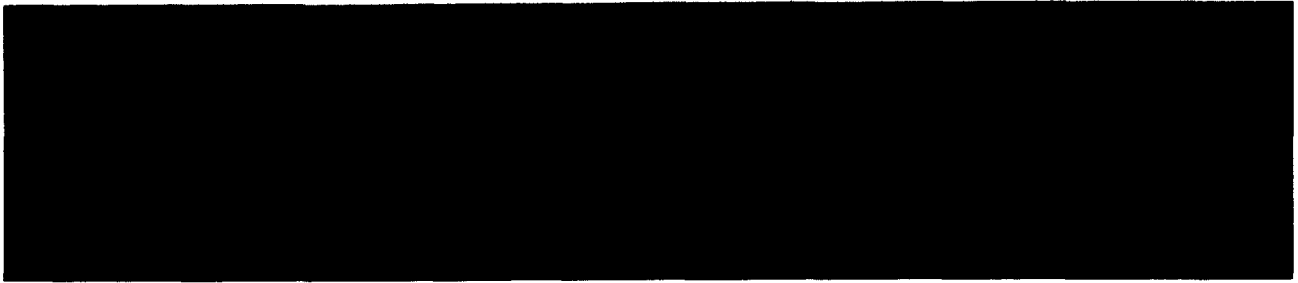
In each of these enterprises, we are called upon to provide solutions that require superior service and strict information security. All of our lines of business are founded upon the right blend of people, facilities, systems, and process knowledge. Our ability to support large, complex systems derives from our capacity to collect and place the appropriate resources: hardware, software, and personnel. In addition, all of our services have the characteristics required of the NANPA: **high-visibility, revenue-sensitive, time-sensitive, enhanced service** to all clients within a customer-sensitive, complex environment.



**Relevant Experience**

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For the NANPA, we will draw on our company experience, as appropriate. We will commit a group of experience professionals with directly relevant experience and provide them with the latest tools for accomplishing their mission, thus satisfying not only our performance metrics but carrier expectations.





Descriptions of additional Lockheed Martin IMS projects that are similar in complexity and scope to the NANPA are provided in References section below.

## **RESPONDENT FINANCIAL INFORMATION**

The Lockheed Martin Corporation is a diversified, financially stable, international corporation with more than \$26 billion in annual revenues. The Corporation has a positive standing in the investment community and a large ownership by its own employees. Its success has grown from effective management of advanced technologies in complex systems that are responsive to customers' requirements.

Lockheed Martin IMS, a member of the corporation's \$5.8 billion Information and Services Sector, provides high-volume information management and processing services for a wide array of clients. Projects include the operation of the SMS/800 Help Desk and implementation of the NPAC/SMS services. We have perfected the secure management of vital, private, and sensitive data for both private industry and government. We are relied upon in critical and high-profile environments to manage information for competing interests in a credible and evenhanded manner. Few companies provide the range of technical and user support services in competitive and complex organizational arrangements as does Lockheed Martin IMS.



The success and sustained growth of Lockheed Martin IMS reflects the successful provision of information management and processing services. Our company's growth and innovation over the past ten (10) years have been facilitated by the Corporation's sound financial backing.

In order to assist the NANC and NANPA Working Group evaluators in the assessment of Lockheed Martin IMS and the Corporation's financial stability, we have provided our latest full annual report in Appendix A of our proposal.

#### **ADDITIONAL INFORMATION**

Lockheed Martin IMS meets all NANPA neutrality requirements stated in the Requirements Document. We take our responsibilities as a neutral third party very seriously, and we understand that supporting processes and procedures must be in place to ensure evenhanded treatment of all carriers. [REDACTED]

[REDACTED] Using this experience as a base, we will develop and implement policies and procedures to ensure reliable, fair, and impartial access to numbering resources and evenhanded service for all telecommunications carriers.

#### **Non-Governmental Entity**

Lockheed Martin IMS, is a wholly owned subsidiary of the publicly-traded Lockheed Martin Corporation. As such, Lockheed Martin IMS is not a governmental entity. [REDACTED]



[REDACTED]

We are not aligned with any particular telecommunications industry segment.

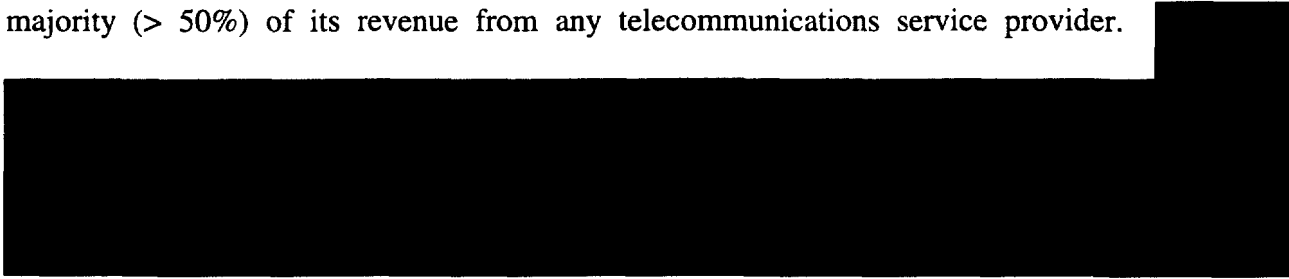
**Not Owned by or an Affiliate of any Telecommunications Service Provider(s)**

Lockheed Martin IMS is not an affiliate of any telecommunications service provider(s) as defined in the Telecommunications Act of 1996. Lockheed Martin IMS is not controlled by nor is under the direct or indirect common control of any telecommunications service provider(s). As such, no telecommunications service provider(s) possesses, directly or indirectly, (i) an equity interest by stock, partnership (general or limited) interest, joint venture participation, or member interest in Lockheed Martin IMS of ten (10%) percent or more of the total outstanding equity interests in Lockheed Martin IMS, or (ii) the power to vote ten (10%) percent or more of the securities (by stock, partnership (general or limited) interest, joint venture participation, or member interest) having ordinary voting power for the election of directors, general partner, or management of Lockheed Martin IMS, or (iii) the power to direct or cause the direction of the management and policies of Lockheed Martin IMS, whether through the ownership of or right-to-vote voting rights attributable to the stock, partnership (general or limited) interest, joint venture participation, or member interest) of Lockheed Martin IMS, by contract (including but not limited to stockholder agreement, partnership (general or limited) agreement, joint venture agreement, or operating agreement), or otherwise.



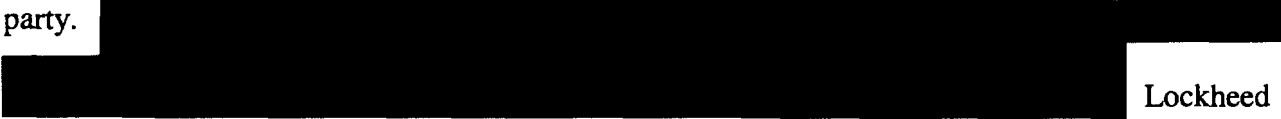
**Not Issued a Majority of Debt to nor Derive a Majority of Revenues from any Telecommunications Service Provider**

Lockheed Martin IMS has not issued a majority (> 50%) of its debt (stocks, bonds, securities, notes, loans, or any other instrument of indebtedness) to nor does Lockheed Martin IMS derive a majority (> 50%) of its revenue from any telecommunications service provider.



**Disclosure of Affiliations or Associations with any Telecommunications Service Provider(s)**

Lockheed Martin IMS is associated with the telecommunications industry only as a neutral third party.



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Martin IMS has no other affiliations, associations, or contracts to provide services to telecommunications service provider(s).



**LIST OF COMPANY OFFICERS**

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